



• Merchandising Issue •

"THE YANKEE PEDDLER," symbol of Yankee ingenuity, as he reappeared at the Tercentenary Industrial Exposition October 2-12 to remind the people of Connecticut that he was the first salesman of Yankee notions—an essential factor in the growth of Industry in the state between 1740 and 1860.

CONNECTICUT INDUSTRY

OCTOBER
1935

Pioneers in Industrial Fuels

NOT OLD in years—only a decade—but in that short span two important commercial movements have been successfully pioneered by T. A. D. Jones & Co., Inc.

The first brought higher grade bituminous coal to Connecticut by water in sufficient quantities to supply industry quickly and more economically than by previous methods.

The second, started but a year ago, has brought oil into the state for the first time as a competitive industrial fuel.

New River Navy Standard Coal
Pennsylvania Coal Industrial Fuel Oil

DOCKS: New Haven, Bridgeport DISTRIBUTION: R.R., Trolley, Truck, Barge

T. A. D. Jones & Co.
INC.

CONNECTICUT INDUSTRY

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L. M. BINGHAM, Editor

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AN APPRECIATION

Now that the Tercentenary Industrial Exposition has passed into history, I feel that the effort expended on it by the various exhibitors and directing committees calls for an expression of gratitude.

It was an event of such magnitude that a mere description of it stretched the resources of professional newspaper men, so I would be presumptuous to attempt an appreciation of it. In conception and execution, it surpassed anything that ever came within my experience. The central idea of a non-commercial display was something novel and unprecedented, so it had to set its own standards. It more than lived up to them, not only in the comprehensive nature of the exhibits, and the tastefulness of their arrangement, but in the emphasis placed on the historical and educational aspect. That it was a success from the standpoint of public interest, is attested by the attendance of about 200,000, including 70,000 school children.

An adequate appraisal of the exposition's value as an instrument for the cultivation of public good-will must await the perspective of time. One of the major promises of the project was to demonstrate effectively and convincingly, to a too-often indifferent public, the paramount importance of manufacturing industry in the economic scheme of this commonwealth; and there is reason to believe that it has made for a more sympathetic attitude toward industry on the part of those who viewed it. The effect of the lesson it put before the young people of the state, in terms of their attitude toward industry in their maturer years, is incalculable.

Finally, the Exposition had a visible effect on manufacturers themselves. Quite noticeably, it restored pride in their calling—something that has been woefully lacking during the onslaughts of anti-industrial forces in the last two or three years. It brought home to them once more that achievements such as that represented in the display calls for more than the visions of governmental theorists. It has made them realize once more that ours is an industrial civilization, and that they have a stake in it which is worth defending courageously.

As president of the Manufacturers' Association of Connecticut, as well as a member of the Tercentenary Commission (which has already acknowledged its gratitude), I desire to record my appreciation and thanks to all manufacturers who had any part in the Exposition.

E. KENT HUBBARD

THE ANNUAL MEETING

THE 1935 annual meeting of the Manufacturers' Association of Connecticut came at the climax of the tercentenary celebration of Connecticut's founding as a colony, and was held in conjunction with the Tercentenary Industrial Exposition, which was designed to portray Connecticut's past and present eminence in the industrial field. It commemorated the origin of organized industrial effort in Connecticut, through the creation of "The Society for the Encouragement of Connecticut Manufactories" in 1815. It marked the silver anniversary of the year when the Association took corporate form, after having functioned informally for nearly a century. And it signaled the coincidental completion by President E. Kent Hubbard of a quarter of a century of active identity with the Association's management.

A milestone of such many-sided significance should not be passed without adequate recognition. It merited—and received—appropriate observance.

Held in the gallery of the State Armory, with the displays of the industrial exposition laid out below, it drew on the contributions of both the industrial and the historical atmosphere. In sight of exhibits which recalled the earliest days of industrial production, it utilized the most modern method of communication—the radio, and electrical sound magnification. Called to transact the routine business required by the state's corporation laws, it brought back to the founders' table on December 16, 1910, in the person of President Hubbard and the only other living incorporator, George T. Brown of New London. Dwelling on the difficulties of the past which called the Association and similar defense and promotion bodies into existence, it was reminded by the speakers of greater and imminent perils that threaten industry from legislative halls.

The business session disposed of the election of officers and directors by adopting the nominating committee's suggested panel without change. The present incumbents were retained in the officers' chairs, and the following new directors were elected:

Graham H. Anthony, president, Veeder-Root, Inc., Hartford, as director for Hartford County, to succeed Newton C. Brainard, president, The Case, Lockwood & Brainard Company, Hartford; F. H. Griffiths, president, Turner & Seymour Manufacturing Company, Torrington, as director for Litchfield County, to succeed F. R. Appelt, president, Warrenton Woolen Company, Torrington; Frederick Keller, vice president, Seth Thomas Clock Company, Thomaston, as director at large, to succeed Edward Ingraham, president, E. Ingraham Company, Bristol; and Sumner Simpson, president, Raybestos Division, Raybestos-Manhattan, Inc., Bridgeport, to succeed Douglas E. Nash, vice president, Nash Engineering Company, South Norwalk, also as director at large.

Gordon Harrower, treasurer, Wauregan-Quinebaug Mills, Inc., Wauregan, was elected director for Windham County, to fill out the unexpired term of F. A. Powdrell, formerly secretary of Powdrell & Alexander, Inc., Danielson, and now removed to New Bedford, Massachusetts.

The treasurer's report was submitted on an eleven-month basis because the books will not be closed for the fiscal year until October 31, while an early meeting date was necessitated by the opening of the Tercentenary Indus-

trial Exposition. The report again showed operations well within both the adopted budget and the dues receipts.

The report of the budget committee, recommending a budget \$3,850 under that of the current year, was unanimously adopted without debate, as was their recommendation of a due basis on the same plan as the past year.

Recognition of the Association's anniversaries took the form of allusions thereto in the President's remarks, and in the introduction from the platform of Mr. G. T. Brown, who responded appropriately.

It was here that Mr. Hubbard's twenty-five years of identity with the Association's administration was recognized in a resolution offered by E. Ingraham, president of The E. Ingraham Company, and seconded by P. A. Johnson, president of the Aspinook Company, in which



Dr. Virgil Jordan

the members charged the Board of Directors to order Mr. Hubbard away for an adequate period of relaxation.

It was a special mark of distinction that the dedicatory exercises of the industrial exposition were arranged to coincide with the Association's annual meeting. The dedicatory address by Governor Cross, broadcast over station WTIC at noon, credited industry with the important place to which it is entitled in the growth of the state.

"Connecticut Industry may well be proud of the part it has played in the development of the Commonwealth," the Governor declared. "It may be truly said that Connecticut is the birthplace of American industry. The results of the ingenuity of our earlier and later manufacturers is evidence everywhere manufacturing exists."

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INDUSTRY—HEADING FOR BETTER MERCHANDISING

By G. W. STIDSTONE

*Treasurer, Bigelow, Kent, Willard & Co., Inc.**

THE pity of this state of business demoralization we're in is that there is a solution within the grasp of manufacturers here, there and everywhere. And it can be phrased in two words—*Merchandising Aptitude*. Those who have it are making money. Those who have not are losing money. The answer is obvious—acquire it.

Merchandising aptitude can come only through careful study and thought, and the establishment of a definite program of acquiring a knowledge of consumer needs and wants, of how best to cater to these wants, and of constantly using this knowledge to perfect merchandising and distribution plans,—in short, to know your market today, tomorrow, and the day after.

Since civilization began, in all the succeeding periods of good times and bad, there never has been a greater necessity than at present for business to acquire that courage and that stiffening of the vertebrae so necessary to develop this merchandising aptitude and to do the job.

This whole complicated crisis, universally known as the "economic depression" has produced, episodically, a dominance of fear in our leaders of industry, temporarily paralyzing the normally dynamic and inherent trail-blazing and go-getting qualities of our pioneer business men, characteristic attributes of our hardy moulders of industrial growth. This situation is so contrary to the glorious Americanism of the past that one wonders if the red blood of our ancestors has not changed to the anaemic condition so conducive to the indolence of the tropics. Small wonder, too, that the youth of our land, the coming generation of industrial leaders, are conjecturing as to the present abject condition of industry, with its attendant lack of opportunity and its apparent failure to measure up to the so-called past elasticity of American democratic life. Can it be truly stated that this web of democracy and opportunity has lost its elasticity of imagination and aims and dreams of accomplishment and wealth?

Surely the glorious history of our past, with its brilliant exploitation of our natural resources, its skilful and daring development of trade and industry, and the creation of wealth, cannot so easily be forgotten. Certainly, opportunities for advancement and for wealth are still with us, awaiting only the restoration of courage and faith in ability.

Social and industrial conditions offer many rewards for the ingenious and imaginative leader and individualist, but no part of hesitancy nor of doubt of the future can be permitted in contemplating the course to be followed. No longer can we be dominated by the mental attitude which denies that future profits can be made, that the best thing to do is to watch and wait and that the Government must get us out of this mess we're in.

Adversity, hardships, handicaps and even stark failure have been written into our glamorous past, but all of these things have been but stimulants for those whose

names are forever linked with success. As never before, our country needs the men who are not afraid to try, who are not afraid to fail, while trying.

Development—Civil War to 1910

Nothing so truly typifies the flexibility of opportunity of Americanism as the recollection that within the short space of less than fifty years, two truly great Americans, Abraham Lincoln and Theodore Roosevelt, occupied the White House. Here were two men, one humbly born, the other born to affluence, yet both reaching a place of high command and power. Where, except in America,



G. W. Stidstone

could democratic environment and opportunity offer such a reward for courage, vision and the will to achieve?

Probably the greatest transition period of our history occurred in the years which bridged the Presidential administrations of these two men. Up to the time of the Civil War, our development since Washington, while truly great as all of our development periods have been, was nothing in comparison to the strides made from 1865 to the turn of the century. To be sure, the period prior to the Civil War gave us the steam-boat, the steam locomotive, the telegraph and other useful inventions, but it remained for

*Merchandising & Industrial Consultants of Boston and New York.

the period following the war to bring out the broader usefulness of these and other even greater inventions for man's advancement and enjoyment.

When peace came in 1865, the industrial activities devoted to war work were almost automatically converted to commerce to supply the wants of a country prostrated by war. Development was carried on at a pace and with a vigor unparalleled in our previous eras of progression. Probably the restlessness caused by the war, as most wars create an artificial stimulation which must find expression in abnormality of endeavor, may have accounted for some of the rapid strides made in expansion in that period. Certainly, the development of our vast unpopulated areas of land west of the Mississippi and the exploitation of our hitherto untouched natural resources, left no room for doubt as to possibilities for fortune making for those with pioneering instinct and rugged courage. In this period, as in no other, there were clearly demonstrated the advantages of our American democracy. Ability and courage were rewarded not only in handsome measure, but rewarded in a way calculated to best serve the growth of wealth and provide the bases of commercial fixed capital. Almost every year in this period, found scientific and professional endeavor furnishing new ways and new methods for converting nature's offerings into materials for man's comfort and wealth. It was during this period that chemical engineering first dared to lift its doubting head of imagination above the soil of practical reality and began to demonstrate that here, indeed, was a contribution which could revolutionize man's mode of living.

The wonderful appeal of the higher learning, which also contributed in abundant measure to the progress of this era was evidenced by greater expansion than ever before in so short a time, so that coupled with the natural resourcefulness of the people of that age, advancement in education came along to keep step with the onward march to higher civilization.

With expansion and progress came the shortage of labor to do the work necessary to turn invention, development and discovery into actualities. The over-populated countries of Europe offered us the human agencies for correcting this condition and a steady stream of foreign immigrants flowed to our shores under the fostering care created by favorable immigration laws. Unconsciously this movement of people created present and future markets for goods, furnishing a great additional consumer field for the fast growing and rapidly multiplying goods and wares made in our factories. And, as a fuller appreciation of the rights of American citizenship and opportunity was assimilated by these erstwhile foreigners, an enhanced demand was gradually made for the comforts and luxuries produced by our industries.

From the conditions under which they were born and had lived, which furnished only the satisfying of their most meagre wants, these new peoples were assimilated easily into the life of the new country which demanded more and more goods affording greater comforts and luxuries.

Entering the Era of Marketing

By the beginning of the twentieth century, American prosperity was a soundly developed fact. As our available free lands were taken up and our forests and mineral deposits were controlled by our original pioneers and their descendants, the newcomers took on activities of a manufacturing and distribution nature, thus forming the background of our industrial and productive life.

In the period since the beginning of the new century, the younger generation of business leaders found newer avenues for exploration. These did not follow the same general direction as those which challenged the ambitions of their fathers. They led, rather, into the creation of demand and markets for the ever-increasing outputs of the fast growing mills and factories. Here indeed was a field requiring new vision, new courage. It developed into an altogether new and different science. And the men of not so long ago rose to the occasion and opportunity, and began to create and build the art of marketing.

Within a comparatively short time, industry and commerce, which formerly had been distinctly production conscious, became more and more market conscious. However, because of the years of background of that production consciousness, production has decidedly outdistanced merchandising technique and endeavor. And therein lies the challenge to the men of today and tomorrow. Glamour, romance and dollars await the new pioneer who accepts that challenge, just as those opportunities were eagerly grasped by the pioneers of old. There is no place in this new mad scramble for those who sit idly by and rehearse and re-live the dead glories of the past.

Marketing and merchandising, as a science or a specialized division of executive control, has been recognized as such only since shortly after the beginning of the new century. And logically so, for it had to be a transition from an old order to a new, a circumvention of the existing condition of over-production which, at that time, first began to loom on the horizon of industry as a menacing cloud to continuing prosperity.

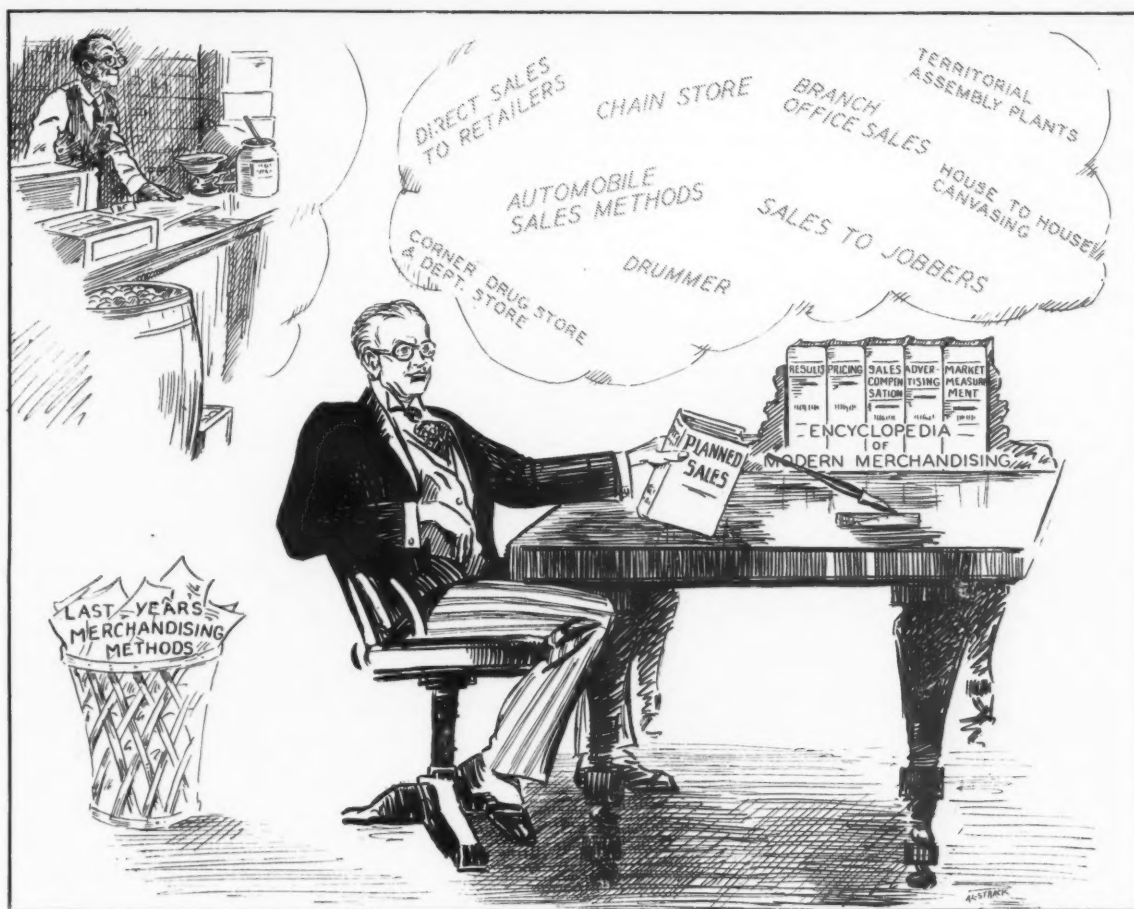
As we turn back the pages of history of our industrial progress, we note that until the twentieth century appeared, the demand for the products of our factories was, for the most part, ahead of the supply. Manufacturers were put to it to determine how best to manufacture in sufficient quantities to satisfy the increasing demands of the ever-growing population. Expansion grew apace, invention upon invention followed each other in rapid succession, until production soon caught up with the demand.

Into this state of affairs gradually crept the consciousness of a demand to know how best to create new markets for this growing plethora of goods. Thus, aggressive salesmanship came into being, and advertising commenced its meteoric rise to its present economic importance in marketing.

The competition for markets became keener and keener, and huge sums were spent for product distribution. Distribution costs mounted, offering a fertile field for effecting economies and savings by the professional marketing counselors just then entering the field. They devoted their endeavors to studying this problem in the same manner which had resulted in the valuable economies effected by them, in part, in production problems. The professional counsel of today bids fair to become a prominent factor in the solution of the merchandising problems of the future by coordinating his vision with that of those industrialists who see the outlines of the job to be done.

The steady growth and wide variety of new products which have come into being, further necessitates the greater development and use of this new science of merchandising. The innate curiosity of our people to see and demonstrate for themselves the utility and convenience of modern inventions augments that necessity.

Schools and colleges have established courses of commerce and business in which theoretical aspects of this new science are being soundly taught. Our young men and



Considerations of vital importance to the executive determined to keep his company on the profit side of the ledger

women are coming into active business life supported by training never before dreamed of, ready to add to this training the sober realities of factual experience. The ground work is laid for a greater prosperity than ever before.

Our recent experience in merchandising has taught us that the consumer of our products is, at best, a fickle person. Not only does he demand goods, but the capriciousness of his wants forces the producer to perform a multiplicity of functions otherwise not necessary. These entail the supplying of merchandising mechanisms varying in complexity with the whimsicalities of our people. The varying types of goods produced make necessary an elaborate system of promotion and distribution, so that, in the final analysis, this need for broader markets has been caused primarily by consumer fickleness.

The competitive system under which we now operate, being a transition from the previous prevailing order, makes necessary the function of selling the consumer and not merely permitting him to buy. Competition governs the movements of substantially all of our products. This is true both of goods within certain classes and of goods in other classes. Driven by the desire for profit, the realization of which has been the largest contributing factor to our great wealth, the competitive system makes it man-

datory that coordinated production and marketing shall not be inactive in creating a demand for the goods to be sold.

Moreover, there is a need and a ready acceptance of this function on the part of the consumer since it easily points out service, utility and more often economy, without which information he might have remained in ignorance. Emerson's old adage about the mousetrap, exemplifying as it did a truism of conditions in the nineteenth century, is unequivocally no longer a condition of our present era. The progress which we generally recognize as a necessity of civilization, although temporarily halted as some people seem to think during the late depression, demands continued education, stimulation and enlightenment on the part of the promotionally minded sellers. In addition, man's desire for more and more goods which increase his respect for himself and for others, intuitively increases his own individual productive efforts so that he may have available the means whereby his wants may be satisfied. Merchandising activity, which therefore serves to educate the consumer, makes possible more intelligent decisions as to what to buy and when to buy it.

When relieved of the anxiety caused by idleness and unemployment, relatively few consumer purchases are intended to satisfy elementary wants. On the contrary,

during the past few years, with decreased income or none at all, the buying habits of our people have reverted to confining purchases to goods intended to satisfy physical requirements only. Necessity for a conservation of whatever resources were left, and a pitiful want in many cases, have left their indelible imprints on human consciousness, but the desire and urge for more goods can be easily re-awakened and cultivated with the return of a new hope that prosperity is again to be an actuality and not merely a meaningless word flung about by propagandists.

Taking Advantage of Normalcy in Buying Habits

Evidences of recent increases in the distribution of varied products, indicate a return to former buying habits. This condition undoubtedly will grow in scope and volume as steady payrolls begin to supply the means whereby normal demands can be satisfied. We have been living in an age of abnormality of tastes, desires and habits, but with the return to more characteristically American conditions, the pendulum of wants will assuredly swing towards normality. We have been hungry for the good things of life too long, and the times when our needs will be satisfied will be overwhelmingly active in supplying those products which are conducive to greater comfort.

The desires of our people for better living conditions always have been far from satisfied. Even when the guillotine descended so heavily on the prosperity of 1929, as a nation we had not nearly achieved all that was possible in the way of comfortable living.

Time will eventually erase from our minds the imprints of suffering, hunger and disappointment, and will bring the sun of prosperity and a welcome surcease to a famished and unhappy nation.

A ready market and a willing market, therefore, will greet the intrepid pioneers at the new frontiers of distribution. Opportunities for aggressive selling will be galore, and the accomplishment of the results of the new vision of merchandising will help in bountiful measure to restore and raise still higher the standards of our living. Executive initiative necessary to satisfy the pent-up emotions of the go-getter, will be the stimulus which must be first supplied. This is up to those who, in high places of finance and commerce, have the available gear-shifts of recovery in their hands, but if they delay and falter on the threshold of action there will be others who will come forward to assume these responsibilities. And producers and manufacturers will progress to new and greater profits, but only in proportion to the service they render to this natural and too long delayed human need and urge, regardless of the sales outlet through which their products move.

Every seller of the future should have the requisite knowledge necessary to judge prevailing and prospective buying habits and desires. Without this knowledge, constantly attuned to the radiations of ever-changing desires, progress will be at an end. With the knowledge we have acquired, and assisted by the achievements of professional research, this cannot happen.

The salvaging of commerce and the task of again restoring the morale of our people, are linked together as one common problem. Its solution will not be determined simply by right doing or by high ideals. These are, of course, necessary, but beyond these we must acquire the knowledge of how to interest our people, how to arouse their hopes and expectations, how to build up responsiveness, how to lead, how to adjust, and how to control.

All of these things form a back-log of ethics, the need for which has never been more in evidence than at present and for the period ahead. To become a skilled artisan in this new enterprise of life is indeed a task worthy of those of rugged will power and prime ability.

The multiplicity of buying motives should offer unlimited opportunities in the new era of exploration. Desire for comfort and for recreation innovations, a sense of pride, ambition, emulation, initiative, love; these and other motives testify to the existence of a highly developed emotional sense in our being. Apart from this emotional element, we have more conservative or perhaps practical motives which actuate our habits, such as economy, dependability, gain and convenience. Still further in the development we find motives which primarily do not arouse particular desire for an article but which do tend to influence the consumer to buy in a specific locality or for a special reason. Thus we have the conditions of price, variety, reputation, service, convenience of location, or faith in a particular type of distribution. As time goes on and evolution takes its toll in the scrapping of prevailing habits and customs, so will our future marketing developments succeed in finding new motives and reasons for the consumption and usage of goods. We wonder, however, if the appeals of the future will ever supersede that age-old truism that "no appeal to a reason that is not also an appeal to a want is ever effective." Name any successful appeal that has ever been made, since the world began, and you will find that it has been influenced by some form of want, the basic requirement of civilization itself. Whatever cause may be assigned by historians to the advancement of civilization, the satisfaction of wants and desires must be uppermost. It must always continue so, and the production and merchandising of products which satisfy that need have been, and will continue to be, an ultra-important element in the improvement of the social welfare of this and other nations.

Evolution of Distribution

The evolution of the types of distribution has been as marked as the changes which have occurred in the nature of our products. Romance and history have had their part in the many transitions from the primitive market-places and fairs of the Middle Ages, the "Yankee peddler" days to the huge chain stores and smaller independent outlets of our present day.

Typically American in every respect, and successors to the trading posts of the old frontiers, are the old country general stores, still to be found in many rural localities and even in some of our larger trading areas. Performing functions of service and usefulness, who can gainsay that they have not been central meeting places for the cultivation of those social standards and rugged virtues with which many a successful man in America's pages of history has been endowed? And many, through long or only spasmodic contacts with these places of distribution, will forever regret the wholesale passing of these common meeting places where many of America's solid and homely doctrines of right and justice, free speech and liberty, took root, to grow as a challenge to the world, and prove that social equality of all people was a possibility in this land of ours.

While the country store still fills a need in certain rural sections, due principally to its location and accessibility to the small number of inhabitants in these areas, it cannot be considered as an important unit in the large consumption

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HIGH POINTS OF THE INDUSTRIAL EXPOSITION*

THE Tercentenary Industrial Exposition has recorded a new and brilliant page in Connecticut industrial accomplishment. New, because never before had the diversified products of the state been gathered together under one roof. Brilliant, because of the non-commercial character of the display arrangement into 30 industrial groupings where the products of all companies in each group were shown cooperatively without reference to the names of the producers, except where the name or trade mark was actually a part of the product. It was, to say the least, an example of cooperation at its best among competing organizations. It was a fitting memorial of the coordination of hand, inventive, management and sales skill which has been

* At this writing there are over 1000 28-page Exposition Programs available which may be purchased at 10¢ each in lots of 50 or more; 12½¢ in lots of 25 to 50 and 15¢ each from 1 to 25—plus postage. Containing descriptions and historical background the program is a valuable memento which will grow more valuable with the passage of time.

evolved since the day in 1636 when Hooker and his followers sowed the first seeds of the commonwealth.

Although not by any means complete in showing one of each of the different products made in the state, the nearly 200,000 items displayed served to stir the admiration and wonder of some 200,000 people, the majority of whom were residents of Connecticut. Of this group who filed by the 30 Group and 7 Special Exhibits—examined and questioned—more than 70,000 were of school age. Without question the major accomplishment of the Exposition was to demonstrate effectively and convincingly to the general public, too often indifferent to the factors of greatness in their state, the paramount importance of manufacturing industry in the economic life of the commonwealth. That understanding and a more sympathetic attitude toward industry should follow such a signal demonstration of Connecticut industrial prowess is both a natural and logical sequence, but only in the perspective of time can the final results be truly appraised. The educational value of the exposition to the thousands of young



HANDCRAFT. Cutting shingles as in the Colonial days by slow, tedious handcraft methods.



AUTOMATIC machinery turning out identical products by the hundreds and thousands daily.



POWER. Its first application to manufacturing.



MODERN assembly applied to clocks wherein the parts are put together to form a unit in 28 seconds.

people who viewed it, in terms of their attitude toward industry in their maturer years, was in itself a worthy reward for the time, trouble and expense of collecting the exhibits.

Upon the present generation of manufacturers the exposition also had a stimulating effect. It excited their wonder at the manifold products made in their native state which they had never seen before. It kindled admiration and respect for the creative ability of their fellow manufacturers, and brought home to them as no other type of demonstration could, a greater appreciation of the mutuality of industrial problems, regardless of the type of products manufactured. Judging from random exclamations heard, and those committed to writing, this magnificent display of Connecticut products, increased materially the pride of the manufacturer's calling. It was a powerful object lesson in what has been accomplished by individual inventive minds in cooperation with managerial skill rather than by governmental theorists. It brought realization to many, if not all, that they have a stake in our industrial civilization which they must defend courageously if they are to continue progress.

The Once Over

"Bewildering, indeed" was the aesthetic remark dropped from the lips of a visitor as she stepped into the gallery of the Armory to view the Exposition for the first time. That remark was a most fitting description of the first broad view of color, movement of cogwheels above the tops of exhibits, the attention-arresting series of striking mural pictures hung along the long walls, and at the far end, the old mill with its splashing water wheel set in front of a huge canvas depicting Connecticut countryside with its old road and stream leading from the distance directly to the mill. Apparently just arrived for the show, out of the distant past, was the "Yankee Peddler and His Wagon," (see front cover this issue) loaded down with tinware and other Yankee notions which he had once (1740-1860) sold in such quantities throughout the length and breadth of the nation as to cause the first great industrial growth of the state from household industries into the wall-advanced factory stage. From the vantage point of the balcony the observer would note eight well-defined sectional exhibits through the center of the floor divided by three aisles running lengthwise with one at each end and a third bisecting in the center. The roving eye also caught a continuous panorama of displays running around the walls and at the far end on either side of the mill scene.

Viewing the Exposition from the old mill as a vantage point, the onlooker would observe that the Exposition was divided roughly into three sections as follows:

1. The Old History section. Beginning with the mill and extending from it on each side was a series of demonstration exhibits picturing the colonial life of our forefathers—in farming, preparation of food, making cloth and equipping the home. This evolved naturally into the industrial life of manufacturing commodities for sale. A notable demonstration of tin-ware is also found here.

2. The Metallic Industries section. Beginning with the sire industries of our history—clocks, firearms and silverware—the exhibits of metal products occupied the space immediately about the old mill. There were buttons and pins and all their many related parts for clothing, in the Garment Hardware exhibit. Nearby were Brass and the Non-Ferrous Metals, and opposite this the Electrical Products, which came in later years to make large use

of the non-ferrous metals. Next came the Tools, which not only supplied the husbandman but created the early factory life of our state.

Pausing here, at the booth of the Manufacturers' Association of Connecticut, which served as a Bureau of Industrial Information, one could see the Air View Map of Connecticut (made from more than 10,000 photographs), showing rivers, lakes, hills and factories.

Along the side of the hall, leading toward the front entrance, were the exhibits of Springs, of Steel and Wire, and of Ferrous Castings, Forgings and Stampings. In close conjunction with this was the notable exhibit of Iron Mining and Refining, one of the State's earliest industries.

An interesting exhibit, here to be seen in passing, was a small model of "The Turtle," the submarine boat made by David Bushnell in 1775 and used in New York harbor in an effort to sink one of the British men-of-war.

Nearer to the entrance, along the wall were the exhibits of Novelties and Sporting Goods. Across the entrance aisle was the Machinery exhibit which extended in a fitting display of one of the state's most notable industries, around the corner to the other long side of the hall. Along the left wall were the exhibits of smaller metal products—of Screws and Screw Machine Products, of Builders' Hardware, of smaller Accessory Hardware for Cabinets, Luggage, etc. Across the aisle was a fascinating miscellany of Metal Products. Finally, the metal section culminated in the exhibits of Recording and Measuring Instruments and of Typewriters and Counters.

3. The Non-Metallic Industries. In the front center of the hall, appeared the exhibits of industries quite as old as the metal products but using other than metal materials. Paper, Hats, Rubber (so essentially Connecticut in the origin of the vulcanizing process), and Thread, Twine and Webbing—the foundation of all sorts of important articles. Cotton, Silk and its recent neighbor Rayon, and Wool. Then followed in succession the exhibits of Wool Products, Chemicals with drugs, soap and cosmetics, paints and fertilizers, and the strikingly varied exhibit of Glass, Ivory, Ceramics, Plastics and Leather.

From this hurried glimpse around the Exposition you, as a reader of these columns, have seen 30 group exhibits and five special exhibits. In fact the Crystal Radio studio on the extreme left of the balcony and The Telephone, or "Hear Your Own Voice" exhibit at the entrance to the balcony, are the two remaining exhibits (Special) completing the circuit of non-commercial displays.

Enumerating by name with the number of exhibitors in each group, the Group Exhibits were as follows: Accessory Hardware, 7; Brass and Non-Ferrous Products, 40; Castings, Forgings and Stampings, 19; Chemicals and Cosmetics, 18; Clocks and Time Pieces, 8; Cotton Products, 13; Electrical Products, 10; Firearms and Munitions, 6; Garment Hardware and Office Findings, 26; Hand Tools, 8; Hats and Hatters' Fur, 9; Locks and Builders' Hardware, 12; Machinery, 27; Miscellaneous Metal Products, 17; Miscellaneous Non-Metal Products, 15; Novelties and Sporting Goods, 9; Paper and Paper Products, 15; Recording and Measuring Devices, 5; Rubber Products, 9; Screws and Screw Machine Products, 20; Silk and Rayon, 12; Silver and Table Cutlery, 14; Springs, 7; Steel and Wire, 5; Thread, Twine and Webbing, 14; Tools and Gauges, 16; Toys, 5; Typewriters and Counters, 3; Wood Products, 4; Wool Products, 26.

The Special Exhibits were: Manufacturers' Association—

(Continued on page 23)



★ ★

RECEPTION ROOM. *Wholesomely modern, refined—expressing hospitality in its warm tones of Chinese red and gold. Guarding the doorways are slim torchères; facing the visitor, gold mirrors. Altogether, a room of genuine distinction.*

★ ★

SALES SERVICE INSTITUTE

Illustrating a few of the Display Rooms and Laboratory of New Ideas opened by the International Silver Company

THE INTERNATIONAL SILVER COMPANY Sales Service Institute, opened early in the year in a special building of its own on Colony Street, Meriden, is a skillfully planned and superbly executed combination of the best architectural, decorative and display arts—a feast of beauty in industrial wares doubtless unexcelled anywhere in this country or abroad. Months of planning and designing went into it before the 20,000 square feet of floor space in an ordinary drab factory building began to be transformed into a daring, originally conceived but highly practical "garden spot" for the cultivation of a greater appreciation of the silverware produced by the International Silver organization. Many months more were required to execute the complete details of interior decoration and display arrangement.

Two floors of rooms, each with an individual and harmonious color scheme, and largely devoted to display of a single line of the company's complete range of silverware products, spread out to give visitors, salesmen and buyers a trip through a modern "Wonderland." Other rooms are more general in character, such as the auditorium which will seat 150 persons, the reception room, the hospitality room, and several others.

At once, the Sales Service Institute gives the best possible conception of the variety and extent of the International Silverware lines—its place in the silverware world. More than that, it is a veritable laboratory of ideas—display ideas—sales promotion ideas—educational ideas that will be of inestimable value to retailers and their salesmen as well as the company's own sales force. To add to the inherent interesting features of the Institute are definite programs

and schedules designed to make the visit of the store executive, the buyer and sales people as profitable as possible. A more fitting monument to progress in Connecticut's silverware industry is indeed impossible to conceive in form save for the fact that it is not inclusive of all of Connecticut's products in silver.

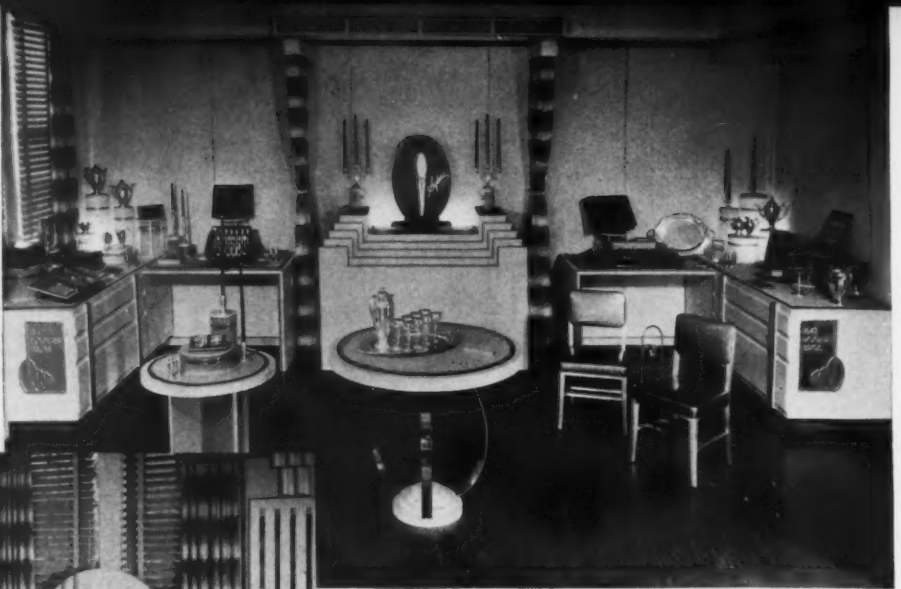
★ ★

HOSPITALITY ROOM. *Beverage sets and accessories gleaming amid a rich color scheme of royal blue, gold, black and silver. All this topped off with three fifty gallon aquariums, their tropical fish and water plants—grotesque masks and iridescent mirrors—lends a unique charm.*

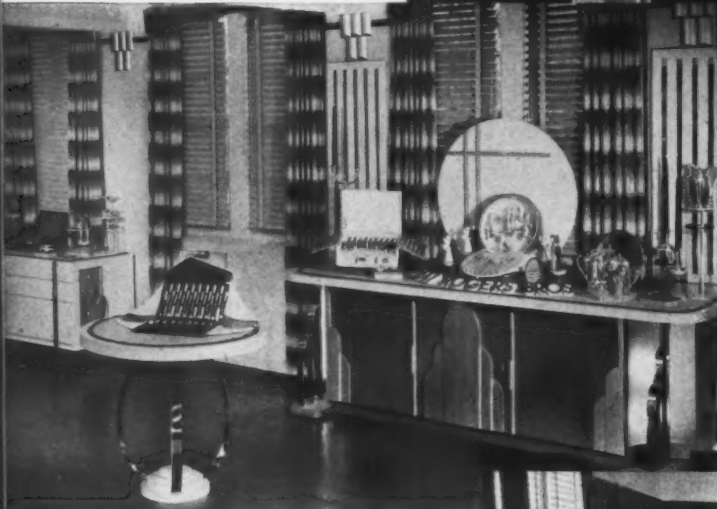
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1847 ROGERS BROS. DISPLAY ROOM (right). Dramatizes the beauty of silverware with a setting sophisticated and modern. Color theme in ivory, silver and peacock blue with displays in American Beauty velvet. New Sylvia pattern featured.



Second view (left) of 1847 ROGERS BROS. room with close-up of one of the displays. Outstanding silverware containers. Matching bollowware.



WILCOX & EVERTSEN, Factory W (right). This room captures the true spirit of sterling silver. A complete showing is made of both bollowware and flatware. Walnut, green and rust contribute color in a distinguished arrangement which does not interfere with the high glow of the precious metal.



SIMPSON, HALL, MILLER & CO., Factory L (left). Here is a background that allows the regal beauty of International Sterling to express itself. The fixtures in finely grained walnut, with color accents in Bordeaux, oyster and green, help to set the stage.



HOLMES & EDWARDS INLAID* DISPLAY ROOM (left). A striking ensemble in orchid, silver and olive green provides a fitting background for the beautiful patterns in "Sterling Inlaid."* The meaning of the slogan, "Something More Than Plate," is understood after a demonstration of the inlaid process by the model furnace in this room.

*Reg. U. S. Pat. Office

Another view (right) in the HOLMES & EDWARDS INLAID* ROOM. The display groupings are an inspiration to those who wish to show silverware at its best. In this room is found a complete presentation of beautiful patterns in Holmes & Edwards Inlaid.*

*Reg. U. S. Pat. Office



LA PIERRE (left.) Ivory, gold and Nile green used as background tones to set off the beauty of the immensely popular La Pierre line. Creations in chrome, enamel, silverplate and sterling. Dresserware slender and feminine. Military sets mannish and smart. Attractive novelties. Beautiful gift cases.

TROPHY ROOM (right). A harmonious and fitting background for exquisite trophies. Mahogany fixtures and paneling. Pale green walls and grey-blue drapes. Here is beauty, not alone of individual pieces, but of the entire ensemble.



NEWS FORUM

Silex Company Increases Sales. As a result of a recent advertising and sales campaign participated in by the Hartford Times and the wholesale salesmen calling on electrical dealers, department stores, jewelers, hardware stores, drug stores, and certain aggressive grocers, the sales of the Silex Coffee Maker were greater during a recent test period than in all previous months of the year combined. As a result of the Hartford and other campaigns, and possibly because of the increased commercial use of Silex, this year's sales have totaled three times the preceding year's record.

Increased Pay at Trumbull Electric. Starting October 1, the Trumbull Electric Manufacturing Company of Plainville increased by 5% the salary of its salesmen and employees in the home and branch offices. The raise affected about 150 employees.

The increase, according to Stanley S. Gwillim, secretary of the company, was due to continued favorable operations which also prompted the company to pay a bonus of 5 percent on the earnings of its employees for the past quarter of the year.

Council Starts New Promotional Campaign. The last week end in September saw the launching of entirely new efforts to promote both the industrial and recreational development of New England. One of these advertising campaigns, known as the Industrial Development Campaign, will present for the first time in advertising form the advantages of New England as an industrial area and as a site for new industries and branch plants. The campaign which will use magazines reaching major industrial executives will be privately financed, according to Dudley Harmon, executive vice president of the New England Council, directing organization.

For the first time funds supplied jointly by the governments of each of the six New England States will be used in a second campaign of recreational advertising and promotion. It will have as its objective the further development of New England's \$400,000,000 recreational industry. This state-financed recreational advertising effort is designed to extend on a year-round basis the promotion work of the New England Council. In addition to the funds contributed by the various states private funds are being collected to supplement the work.

Waterbury Concern Closes Doors. The Beardsley and Wolcott Mfg. Co. closed its doors for an indefinite period,

August 30, after having been operating for several months under a reorganization plan with the aid of a Federal loan. Approximately 140 persons were on the payroll at the time of closing. The plant was turned over by the operating corporation to the United States District Court which had previously named trustees.

Goddard Heads Ball and Socket Company. A. Allen Goddard has just recently been elected president and treasurer of the Ball and Socket Mfg. Co., of Cheshire, to fill the vacancy caused by the death of Frederick A. Ives who died in July. Mr. Ives had been connected with the concern for many years.

Other officers elected at the same time were: Theron S. French, assistant treasurer, and Charles J. Farist, secretary.

The officers named have been in charge of the affairs of the company for many years. The company owns the only industrial concern in Cheshire.

Death of D. E. Loewe. Dietrich E. Loewe, 83, former head of D. E. Loewe & Company died suddenly at his home on September 12. Mr. Loewe was probably best known as the man who instituted the proceedings which resulted in the famous supreme court Danbury hatters decision handed down in 1908, which held illegal and in restraint of interstate trade a boycott against the D. E. Loewe & Co.'s hats. Its long period of litigation on a boycott, arose after Mr. Loewe's pronouncement of the open shop principle. The company instituted suit against 200 members of the United Hatters of North America in Danbury, Bethel and South Norwalk, and officers of the American Federation of Labor were named as defendants. A judgment of \$252,000 with costs was finally awarded the company and the case was finally settled in 1917.

Mr. Loewe, a native of Germany, was a member of the United States Chamber of Commerce and one of the oldest members of the National Association of Manufacturers. He came to Danbury in 1871 where his fight began with the union some 22 years later.

Mr. Loewe served on a committee on tariff during President Wilson's administration and also was a member of the committee which drafted the Republican party's industrial planks at three national conventions.

He is survived by his widow, two daughters and four sons.

Baltic Mills Seeks Tax Injunction. The Baltic Mills Company of Baltic, Conn., on August 27 sought a pre-

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liminary injunction to restrain the internal revenue office from collecting the processing tax. The action is one of



several brought by Connecticut concerns within the past three months when that section of the AAA, which empowered the secretary of agriculture to levy processing taxes, was declared unconstitutional.

Supreme Court Decision Near on Process Taxes.

The Supreme Court decision on the constitutionality of the processing tax, expected before Christmas, now stands as the criterion by which President Roosevelt will determine whether to hand the nation a new half billion dollar tax-bill. This was the sum calculated to be needed in order to finance existing AAA contracts for benefit payments to farmers which the President stated would be fulfilled even in the event of a ruling against the processing taxes.

The processing taxes which have previously furnished the funds for these benefit payments have been declared unconstitutional in a two-to-one decision of a Boston Circuit Court of Appeals.

Industrial Activity Improves in Waterbury. According to a recent newspaper survey the major industries of Waterbury show general improvement in activity. This has been reflected in the steady rise in price of the Waterbury factory stocks during the year. The upturn has been felt generally by the three large brass companies, the Scovill Mfg. Company, American Brass Company and the Chase Companies,—and also includes the Waterbury Clock Co., Waterbury Farrel Foundry and Machine Co., the Waterbury Tool Company and even the Watertown Undergarment Corp., which recently started operations after a prolonged strike period.

Clinton CCC Starts Industry Study. "Study of Connecticut Industries" is the title of a new course open this year to enrolled men at Camp Roosevelt, CCC unit at Clinton, Conn. More than 60 men, all from the state's large manufacturing centers, are said to have enrolled

in the course, the aim of which is to acquaint each student with the basic processes of manufacture in factories located in his home city. The course will include trips to various Connecticut industrial plants, and is offered in the belief that it will be of great value to CCC men who, with the revival of business, will find employment in industry.

Oil Shortage Predicted. The serious shortage of petroleum and its principal derivative, gasoline, in the United States within the next five to eight years was predicted in a recent report prepared for presentation to the American Chemical Society. The shortage, it was declared by Dr. Benjamin T. Brooks, consulting chemical engineer of New York, and L. C. Snider, geologist of Henry L. Doherty & Company, New York, will bring higher prices and an increase in petroleum imports from other countries.

Options Taken on Wallingford Stock. Control of the Wallingford Steel Company of Wallingford, is now said to be practically in the hands of the Ludlum Steel Company, which is understood to have obtained options to purchase a majority of the \$600,000 of the company's



common stock. In moving to gain control of the Wallingford Company, Ludlum is following its standard policy of rounding out its organization with a line of finished quality steel products without having to increase the capacity in this industry.

The Wallingford Steel Company, organized in 1921, was one of the first producers of cold rolled stainless steel strips. Despite the depression years the progress of the company has been uninterrupted, showing a constant and steady increase in output. Recently, it has enlarged its facilities, including the present construction of a new mill for cold rolling of strip in stainless and other alloys, as well as some sizes of sheets for specific purposes in the finishing of black plate tin. The equipment of the Connecticut factory includes six box annealing furnaces, one continuous pickling machine, four cold reducing strip mills and two cold finishing mills.



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Manchester Paper Mill Changes Hands. According to recent reports, the Oakland Paper Mill of Manchester, formerly operated by the American Writing Paper Company and more recently owned by C. H. Dexter and Sons of Windsor Locks, has been sold to the Raybestos-Manhattan Corporation of Bridgeport. Although no defi-



nite statement has been made by the Raybestos officials as to the purpose of the purchase, it is generally understood that the plant, now undergoing alterations, will be used for a time at least, in the conduct of experimental work looking towards the development of a new paper product.

Raybestos Buys Massachusetts Firm. The Raybestos-Manhattan Company of Bridgeport acquired by purchase, early in September, the Multibestos Co., of Walpole, Mass. Sumner Simpson, president of the Raybestos-Manhattan Co., represented his firm during the transaction. The sale is said to include all of the Multibestos Mfg. Co.'s equipment, good will and other assets, but does not include ownership of the factory buildings or the Walpole Company's inventory.

Machine Tool Show Stirs Business. Manufacturers of machine tools and closely allied products in Connecticut are said to have sold approximately \$500,000 worth of their products as a result of their exhibits at the National Machine Tool Builders' Association Show in Cleveland beginning September 12. Generally speaking, industrial executives from some 24 concerns in the machine tool field are convinced that the display of new, modern, and improved products in machine tool and allied lines has given a strong impetus to the capital goods industry. A volume of business several times that already booked at the show is expected within the next few months by certain manufacturers, and practically all of it, they felt, is attributable to the show.

A more detailed description of the show including photographs of as many displays as can be secured from Con-

necticut exhibitors, will be featured in the November issue of CONNECTICUT INDUSTRY.

Old Age Pension Machinery Starts. The machinery for providing state old age assistance to persons over 65 years of age who have no other means of support started October 1 with the distribution in towns and cities of applications for such assistance. The applications are designed to secure information on approximately 100 aspects of an applicant's past and present economic status, with minute attention being paid to ownership of property, personal or real, insurance and annuities, income from whatever source, and assistance already received by the applicant. After applications have been filled in and returned to the various town bureaus they will be typed, and sworn to before a notary public. After investigations and final approval they will be sent to the State Administrator's office where they may be investigated again, or accepted without further study direct from the town.

Payment of assistance money will not be started until April 1, 1936.

Collins Company Holds Private Exhibit. By way of celebrating entrance into its 109th year of business, the Collins Company, of Collinsville, Conn., manufacturers of edged tools, has arranged a display of its products in an exhibition room near its main office, at the corner of Main and Front Streets, Collinsville. Included in this exhibit are a blacksmith-made plow about 100 years old,



shown in contrast with a more modern plow now used in South American vineyards, and scoop adzes of the type still exported to Brazil, which natives use in hollowing out canoes from solid logs. Additional items shown in the display are the original bucket brigade hand pumper which shows the first fire-fighting equipment of the Collins Company and the town, an old contract book of Samuel Collins's in which are listed the names of many old settlers in the early nineteenth century.

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THE MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

HARTFORD, CONN.

Industrial Exposition for Bridgeport, October 24-26.

An Industrial Exposition will be held at the Pyramid Mosque, 1035 State Street, Bridgeport, Conn., under the auspices of the Bridgeport branch of the Salesmen's and Purchasing Agents' Association of America, Inc., on October 24 to 26 inclusive. This, the third exposition of its kind held under the auspices of the Salesmen's and Purchasing Agents' Association, is open to all members of the organization to display such products of their respective companies as they feel will be of interest to Connecticut industrial and commercial organizations.

The exhibition is not being staged for the purpose of making money, but rather is offered as a constructive and beneficial service to both buyer and seller, where the former is given the opportunity of seeing products arranged in a manner which will facilitate his purchases, or at least further his knowledge of the wide variety of products made in the Bridgeport area. The furtherance of a friendly spirit of cooperation and understanding between buyer and seller is one of the prime objectives sought by the Association.

Key men in industries all over the state are being urged to attend, and complimentary tickets (no charge is required but complimentary tickets are necessary) will be given to industrial men desiring to attend on application to Mr. R. T. Phipps, General Chairman, care of The Bulard Company, Bridgeport, or by Mr. A. Winter, General Manager of the Manufacturers' Association of Bridgeport.

The exposition will open each day at 1:00 p. m. and close at 10:00 p. m.

* * *

Conference May Decide NRA Future. According to a recent announcement by George L. Berry, newly ap-

pointed NRA coordinator of business cooperation, a huge conference of industrial and labor representatives is to be called to sound out sentiment on NRA's future. One plan Mr. Berry has in mind is to send a letter to every industry asking for its views on a conference in Washington. If the response is favorable, the meeting may be similar to the industrial conference held early in 1934, but even larger due to the addition of labor leaders.

* * *

Steinmiller Given U. S. Post. William F. Steinmiller, special agent for the State Labor Department, and secretary of the State's Mediation and Arbitration Board, was appointed Regional Labor Director late in September for all eastern seaboard states, with headquarters in New Haven.

* * *

Aid for Equipment Manufacturers Offered in Report.

The results of a limited survey of methods used by equipment manufacturers to obtain the necessary details regarding customer's orders, has recently been published in report form by the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. The report reveals that a number of manufacturers employ standardized methods of guarding against insufficient or misleading information. The report also points out that although the methods used by manufacturers vary and are governed to a great extent by the types of products manufactured, they may be grouped into four general classes: (1) the direct contact method, through personal calls or correspondence; (2) the contract method; (3) the data sheet method; (4) the "text book" catalogue method.

This report may be secured by writing Association headquarters.

DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

Impending Obsolescence. Considerable attention has been focused on the 1935 Machine Tool Show held last month at Cleveland, Ohio. The reported sales and prospective business were stated in terms of many millions. The machine tool industry, it is generally conceded, has been one of the last to feel the recovery trend and the reports from Cleveland as well as the activity in local plants is most welcome news.

It must be obvious, however, to thoughtful executives, that such volume of business in the machinery field cannot by a wide margin represent additional or increased production facilities but that a goodly portion thereof constitutes replacement of worn out or out-moded equipment. Most concerns of late years have made reasonable provision in their operating costs for the physical exhaustion or depreciation of their machinery and plant. But this cannot be said with respect to the obsolescence factor.

The useful life expectancy of physical equipment can be estimated or gauged by engineers with reasonable correctness based on units of production or period of operation. But no criterion has yet been discovered whereby management could anticipate how soon it would have to face competitive disadvantages due to new inventions of better and speedier machinery.

In addition to new inventions, there are numerous other causes leading to unforeseen or unpredictable uselessness. Illustrations of this are changes in public tastes or habits, price cutting which destroys the market for a quality product, and the invasion of present markets by new products of other industries.

There is some difference of opinion as to whether or not provision for obsolescence should be treated as an element of current production costs similar to depreciation, or as an allocation of net income reserved for such eventuality. That is too exhaustive a topic for treatment in this column. It must necessarily depend on the history and trade practices of each industry. Suffice it for present purposes, to direct attention to the accounting aspects involved.

Accountants to Discuss Labor Control. Hartford Chapter N.A.C.A., secured Frederic V. Gardner of the General Electric Co., Schenectady, as the speaker for its regular monthly meeting, October 15, 1935. His topic was "Control of Direct and Indirect Labor." Mr. Gardner was one of the most forceful and constructive speakers at the recent National Convention of the Cost Accountants' Association at Boston, and this meeting afforded an exceptional opportunity to Connecticut executives who faced problems involving control of labor costs.

Transportation

Advisory Board Meeting in Hartford. More than 300 members and invited guests attended the session of the New England Shippers' Advisory Board held at the Hotel Bond, Hartford, on Thursday evening and Friday, September 26 and 27. On Thursday evening the Transporta-

tion Division of the Hartford Chamber of Commerce held a dinner inviting as their guests members of the New England Shippers' Advisory Board.

Opening the Thursday evening session, W. F. Price, traffic manager of the J. B. Williams Company and chairman of the Transportation Division of the Hartford Chamber of Commerce, welcomed members of the New England Shippers' Advisory Board, and turned the meeting over to the toastmaster, W. F. Garcelon, general chairman of the Advisory Board. Mr. C. B. Whittlesey, executive vice president of the Chamber of Commerce welcomed the guests in behalf of the Chamber and as representative of Governor Cross and Mayor Beach. The chief speaker of the evening was Mr. J. M. Fitzgerald, vice chairman, committee on Public Relations of the Eastern Railroads, who spoke on the mounting tax burden of the railroads, government interference and the necessity for shippers to aid the railroads in their tax fight.

Speakers at the regular session were: R. S. Henry, assistant to the president, Association of American Railroads; E. H. Davis, special agent, Committee on Industrial Participation, Tercentenary Commission; Irvin F. Boyle, of the C. F. Hovey Company; W. H. Day of the Boston Chamber of Commerce; William F. Price, The J. B. Williams Company; W. H. Pease, traffic manager, Bridgeport Brass Company; William F. King of the New Haven Railroad and Colonel Michael A. Connor, State Commissioner of Motor Vehicles.

New Haven Road Speeds Up Trains. Following out its recent policy of expediting passenger service, the New York, New Haven and Hartford Railroad placed three more of its New York-Boston trains on five-hour schedules September 29th. The stream-lined Comet is now making one additional round trip between Providence and Boston and will continue to make the 44-mile run in 44 minutes. The three trains which were placed on a five-hour schedule include the Shore Line Express, which leaves New York at 4 p. m. and the Colonial and Senator, through trains from Washington to Boston.

Connecticut Company Shows Large Increase in Busses. During the last four years, the Connecticut Company has added 127 busses to its rolling equipment, to bring the total number of motor coaches in operation to 332.

In 1934, the company increased its coaches by 44 and in 1935 by 36. In 1921 the company's two busses were operated at the rate of 181 miles a day or about 5500 vehicle miles a month. Today, the monthly total of vehicle miles is considerably over one million.

New Haven Road Promotes David P. Carey. R. L. Pearson, vice president and general manager of the New Haven Railroad, recently appointed David P. Carey as assistant general mechanical superintendent in order to increase the efficiency of the mechanical department by enabling a closer check of enginehouse maintenance methods and costs.

Mr. Carey began his service with the New Haven Railroad 34 years ago as a machinist apprentice at the Nor-

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wood Shops. He was made foreman in May, 1912, at the Roxbury Shop, later moving to the Dover Street engine-house in the same capacity. In 1918 he was made general foreman and in 1923 was appointed master mechanic of the Midland Division of the railroad. For more than six years previous to his latest advancement, he was superintendent of shops at Readville.

Foreign Trade

Association Launches Foreign Trade Course. Because of the rising tide of foreign trade in the United States and the constant change in methods of doing business in international trade, the Association has just launched a Foreign Trade Course for the benefit of its members, and for employees of other organizations interested in that field. The first class was held at Winchester Hall, Yale University, New Haven, on Wednesday evening, October 9th. The course will be continued with classes every Wednesday evening at Winchester Hall for 17 weeks. Additional students may join the class as late as the fourth or fifth lecture by communicating and making arrangements with the Association's Foreign Trade Department.

The course of study covers the essentials of contract formation, the American and other foreign laws with reference thereto, various trade association activities in foreign and central markets and in the New York commodity field, including trade terms and conditions, rules and regulations of the trade associations, and the relations of the commodity change in various fields to importers and exporters.

After having set up an economic and political background for international trade, the course will develop the machinery of such trade as follows:

1. A study of bills of lading and other negotiable documents, their meaning, obligations and risks.
2. A study of commercial letters of credit and their use in export and import transactions.
3. A study of extension of credit on open terms to foreign buyers.
4. A study of foreign exchange and all its ramifications, both directly affecting exporters and importers and in its direct effect on their inventories, whether in raw material or finished goods form.
5. A study of marine risks and other types of insurance necessary to be carried by exporters and importers in all fields, and special risks to be covered in specific fields.
6. A special study of governmental activities in connection with exchange subsidy and insurance of foreign sales by governmental agencies, together with means and methods available to American merchants, not through subsidies, to effect credit insurance of their foreign sales.
7. A study of the geographical trade channels of various commodities and an analysis of the various factors which make for sound and unsound trade conditions with particular nations, such as unbalanced budgets, unfavorable trade balances, political uncertainties, and the prevalence of a psychology in favor of devaluation or inflation.

* * *

Canada to Offer Trade Favor to United States. The Canadian Government is said to be ready to offer to the United States its intermediate tariff and possibly most-favored-nation agreement in return for a more favorable access of Canadian natural products to the United States market.

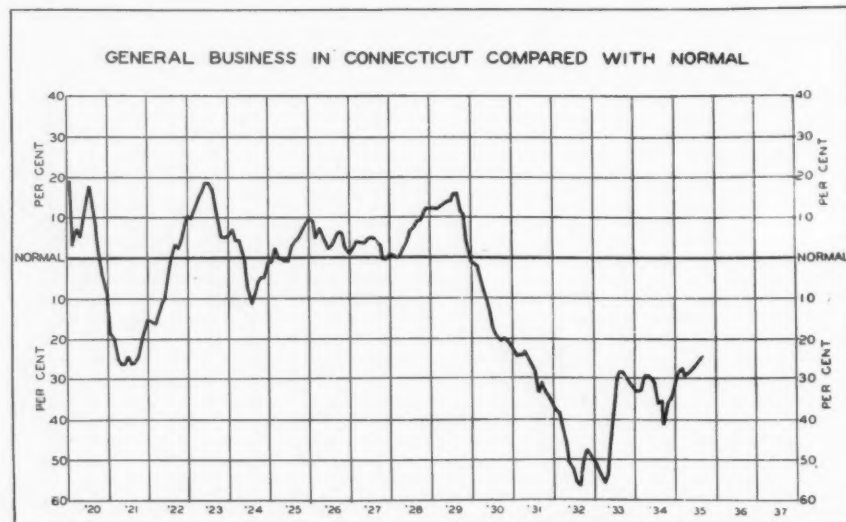
BUSINESS PATTERN

General Summary. During August, general business activity in Connecticut expanded further for the fifth consecutive month and reached the highest level attained since April 1931. Compared with a year ago when business activity was considerably depressed because of the summer recession, the business index has advanced more than eleven points to 24.1% below normal. During the month of August, the only significant decrease in the components of the general index took place in man-hours and in this case, the decline was due to an unusually large drop in Hartford where shutdowns for vacations were more extensive than in previous years. Other cities reported either as much activity as in July or considerable improvement. The index of factory employment representing about 135,000

lumber production. Cotton textile mills stepped up their output in response to heavy orders in August and steel mills also continued to be busier than in previous months. Automobile production in the week of September 14 fell to only 13,500 units against better than 110,000 during the Spring peak. Output is expected to remain at a low level for the next few weeks until production of next year's models is begun.

The index of wholesale prices compiled by the United States Bureau of Labor advanced less than $\frac{1}{2}\%$ during the four weeks ended September 7. Food prices rose 2% while textiles, and chemicals and drugs were about 1% higher than on the earlier date.

The cost of living in the United States in August, accord-



employees in 650 factories advanced to only $7\frac{1}{2}\%$ below normal compared with 9% below in July and 15% below a year earlier. The number of freight cars loaded in 13 cities improved sharply after being depressed for several months and the volume of metal tonnage carried by the New Haven Road and building activity in Connecticut also increased over July. Activity in cotton mills showed little change from the preceding month. Information available for the first half of September pointed to a further rise in the general business index. Originating freight carloadings improved more than seasonally expected and manufacturing activity resumed the upward trend that was strongly in evidence prior to August.

In the United States, general business activity also advanced during August. Production of steel and pig-iron rose sharply from July while freight carloadings and electric power production were well above the previous month's level. The output of automobiles fell off as manufacturers began preparations for their 1936 models. The weekly index of the New York Times in the first half of September reached the highest level since August 19, 1933 due to improvement in freight carloadings, electric power and

ing to the index of the National Industrial Conference Board, was $\frac{1}{2}\%$ higher than in July and $4\frac{1}{2}\%$ above August 1934. Compared with July, the cost of rent rose $1\frac{1}{2}\%$ and food and fuel and lighting items $\frac{1}{2}\%$. No change took place in the price of clothing and miscellaneous items.

Finance. The number of business failures during the four weeks ended September 7 decreased moderately when compared with the preceding four-week period but was considerably above a year ago. Gross liabilities of failures on the other hand decreased 6% compared with last year. The number of new corporations formed and the total value of capital stock were larger than in July and were above the corresponding period last year. The number of real estate sales decreased seasonally from the preceding period and a seasonal decrease also occurred in the total value of mortgage loans.

Construction. A seasonal contraction in building activity took place in Connecticut during August and the first part of September. However, compared with a year ago the

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Apply or write for particulars

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LITCHFIELD, CONN.

number of permits issued rose 17% while the total value of building permits was 51% higher.

According to the F. W. Dodge Corporation, the total value of building contracts awarded in 37 eastern state on a daily average seasonally adjusted basis advanced 6% in August from the July level and was approximately 42% higher than in August 1934. The increase over July was due to an increase in public works and utility projects and other non-residential building. New residential building, although more than double that of last August was somewhat lower than in July.

Labor and Industry. In the majority of Connecticut cities manufacturing activity increased substantially in August, but because of extensive vacations in Hartford plants, the composite index for the number of man-hours worked in factories in 7 cities decreased to 22.4% below normal compared with 20.4% below in July. A year ago the index stood at -35%. Meriden factories showed a 10% increase in the number of man-hours worked while in New Haven concerns there was a 9% advance. Bridgeport continued the rapid expansion that has been under way for several months and as a result man-hours worked exceeded July by 6%. Activity in New Britain was slightly

ahead of July; in Bristol there was no change and in Hartford a 19% decrease took place. Employment in factories increased more rapidly than seasonally expected. Waterbury plants reported a 2½% increase over July while in Torrington factories employment advanced 1½%.

Trade. Retail trade during August was hampered to a considerable extent by adverse weather conditions, the cold spell in the last half of the month putting an effective damper on sales. As a result the index of department store sales in the United States declined to 79% of the 1923-1925 average in August compared with 80% in June and July.

Transportation. As mentioned above, freight carloadings originating in Connecticut experienced an unusually sharp rise during August and in the four weeks ended September 7 were 21% higher than in the corresponding period last year. For the entire New Haven Road, loadings of merchandise in less than carload lots and of bituminous coal showed a greater than seasonal rise over July; on the other hand shipments of building materials were only seasonally changed while loadings of automobiles fell off more sharply than in previous years.

SERVICES AT YOUR DOOR

An alphabetical list of accessible services recommended to Connecticut Industry readers

**HADFIELD, ROTHWELL,
SOULE & COATES**
Certified Public Accountants
Hartford Stamford

HENRY KNUST
Certified Public Accountant
Conn. and N. Y.
15 Lewis Street Hartford

Scovell, Wellington & Co.
ACCOUNTANTS AND AUDITORS
First National Bank Bldg.
New Haven
Offices in Principal Cities

*Rates for this space
exceptionally low*

COAL
T. A. D. JONES & CO., INC.
*24 hour service to Connecticut
Industries*
New Haven — Bridgeport

ENGINEERS—MANAGEMENT
Scovell, Wellington & Co.
First National Bank Bldg.
New Haven
Offices in Principal Cities

DIESEL ENGINES
**WOLVERINE MOTOR
WORKS, INC.**
6 Union Ave. Bridgeport

ENGRAVERS
DOWD, WYLLIE & OLSON
*Advertising Art &
Photo Engraving*
106 Ann St. Hartford

FENCING
THE JOHN P. SMITH CO.
*Distributors for Page fence.
Manufacturers of Wire Cloth,*
497 State St. New Haven

*Ask about rates for one or
more of these spaces.*

**THE HENRY SOUTHER
ENGINEERING CO.**
Engineering & Chemical
Service
Research Facilities for
Industry
Hartford, Conn.

L. HERES DE WYK & SON
Engineers
Ansonia Connecticut
Zeh & Hahnmann Co. Presses

... Query

Readers desiring to purchase merchandise or services not listed here will be given the names of reliable firms upon inquiry to this department.

... Listing

Copy for listing in this department must be received by the 15th of the month for publication in the succeeding month's issue. We reserve the right to refuse any listing.

FREIGHT FORWARDERS
PITT & SCOTT CORP.
Foreign Freight Forwarders
27 Beaver St. New York City

WALKER SERVICES INC.
Foreign Freight Forwarders
Pier 14 North River New York

INSURANCE
**AMERICAN MUTUAL
LIABILITY INS. CO.**
Workmen's Compensation Ins.
Boston - Bridgeport - Hartford

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PRINTERS
**THE CASE, LOCKWOOD &
BRAINARD CO.**
Printers and Binders
Trumbull St., Hartford
RECORDING INSTRUMENTS
THE BRISTOL COMPANY
*Recording and Controlling
Instruments*
Waterbury — Connecticut

TRANSPORTATION
**AMERICAN-HAWAIIAN
STEAMSHIP CO.**
Coast-to-Coast Freight Service
New York — Boston
**DOLLAR STEAMSHIP LINES,
INC., LTD.**
*Inter-coastal—Far-East and
Mediterranean freight steamer
Service*
New York Boston

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THE ANNUAL MEETING

(Continued from page 2)

He invited the people of Connecticut and other states to witness the exposition "that we may all join in extending recognition to the work of the great and gifted men who founded and developed our industrial institutions and that we may witness at one time and in one place the display of the manifold products by which Connecticut stands preeminent today as a supply house of the country and, in no little measure, of the world."

The manufacturers, Governor Cross remarked, were celebrating not only the state tercentenary, "but also the one hundred twentieth anniversary of the founding of the 'Society for the Encouragement of Connecticut Manufactories' and the twenty-fifth anniversary of their distinguished president's connection with the Manufacturers' Association. It is quite fitting that these three events should be celebrated on the inauguration of the great industrial exhibit which lies before us in this spacious armory."

The keynote of danger from government sources was sounded in the remarks of President Hubbard and those of the principal speaker, Dr. Virgil Jordan, president, National Industrial Conference Board.

An end to government experimentation, and not "a mere breathing spell," was seen as a necessary condition to continued recovery by E. Kent Hubbard.

Referring to the "economic struggle" of the depression years, Mr. Hubbard said, "I believe that we are emerging and if I were to make a report to you, I should dwell principally upon the reasons for the continuance of the depression. I should recall to your minds some of the things that have happened that made continuance inevitable. I should point out particularly that a mere 'breathing spell' is of little use in industrial recovery. Breathing spells are futile if they are to be followed by breath-taking experiments. We need a cessation of experimentation—a return to the conceptions that made this country great, strong, and prosperous. We need and want less, not more, Federal tinkering with economic laws. We need and must have an extended holiday on law-making."

"I can see nothing in the experience of the past or of the present day in any country, nor any promise of the future, which justifies faith in governmental institutions or men in public office as the ultimate agency of economic and social welfare in our country," Dr. Jordan said. He

pointed out that America is still the world's most prosperous nation, despite the depression. This prosperity he laid above everything else to the desire of the individual American for liberty to seek prosperity through his industry, his enterprise and strength of character in cooperation with his fellow men. It was in almost no part due to the government, he said. He continued to say in part:

"The creative sterility of Government is less understood today than ever," he said, giving rise to the issue "whether Government is to assume responsibility and undertake the task of providing for the prosperity of the American people, or private enterprise is to assume this responsibility . . . and create it through our enterprise, industry, cooperative effort and qualities of character . . . I see no reason to believe that Government can do anything for us that we cannot do for ourselves. I see every reason to believe that Government can and probably will put burdens or obstacles upon us which will so waste our energies, cripple our enterprise, hamper our industry, that the standard of life will be lower for all."

"I see it as a simple mathematical certainty that if we are to look to Government as the source and agency of our prosperity, whatever prosperity we secure must be paid for by the decay of individual character and loss of personal liberty. Ultimately the only way in which the Government can accept and discharge . . . the responsibility for our prosperity is by subjecting every one of us and every aspect of our life to complete control and making us in every sense, economic as well as spiritual, the passive slaves of the state."

Pointing out that the Government has already encroached on industry, Doctor Jordan said, "The only strategy that will save us and save America is a deliberate, undaunted, daring advance along the whole front in an effort to replace Government activity in every sector where it has established itself . . . We must undertake the tasks and assume the responsibility for organizing sources of increased economic security, the task of creating an imperative public demand that industry, enterprise and cooperation be given full opportunity to assume these responsibilities, and that the vast resources now being dissipated in Governmental waste, be diverted to increasing employment and promoting enterprise in industry."

INDUSTRY—HEADING FOR BETTER MERCHANDISING

(Continued from page 6)

of products. Such stores are limited as to the variety of product offered for sale and all too frequently heavy losses accrue to the owners of these stores due to obsolete and shop-worn goods. All too frequently the owner is distinctly outside successful competition, because his small unit buying results in his paying higher unit prices than those paid by buyers of large quantities. From a place of importance and erstwhile financial affluence, this type of distribution is gradually but nevertheless surely giving way to centers of distribution which can better satisfy the demands of customers, made more insistent by newspaper, magazine, motion picture and radio advertising and appeal.

From the general store to the local neighborhood store, the department store, the mail order house and the chain

store and market, we have moved in swift succession. Each of these still has a necessary place in business and an influence on buying practices, but the chain store by far has gained greater popularity and has exerted a more profound influence on merchandising practices and on the consumer than any other outlet of distribution.

Like most of the distributive outlets which succeeded the old city markets and general stores, the chain store is of fairly recent development. While a few scattered chains were established and did business in the middle of the nineteenth century, the real influence and prominence of this type of business was not felt until after 1910. From then on, development was rapid, until now they exert an influence that cannot be overlooked by any producer of

consumer goods. Their many advantages of large-scale merchandising generally outweigh the disadvantages of certain local conditions of style and fashion demand, and the price-drops on obsolete goods, and also they are powerful factors in the distribution of total outputs of many manufacturing units. In fact, manufacturers of consumer goods generally are finding themselves more and more subjected to the dictates of chain store organizations, many times to the detriment of profit. Can manufacturers afford to let this dominance prevail, if through research and planning, their identities and profits can be maintained? The answer to this and other problems depends wholly on the courage with which they are attacked.

Consider, incidentally, the ever present spectre of obsolescence and its possible effect on costs and capital. In developing new products for consumer acceptance, or in catering to the demands of too dominant distributors, a great risk of capital may be taken, for, unless proper study of potentials is made, a too venturesome program may well result in disaster. Unless carefully planned, style and fashion changes are breeders of obsolescence. On the other hand, age, usage, idleness and deferred maintenance also help the scrap heap, and the manufacturer, with fixed capital not properly turning, or compensated for in his price, is decidedly vulnerable. It is not at all unlikely that the coming period of re-awakened customer demand or continued domination of a particular type of distributor, may not take a heavy toll in obsolescence of capital goods. Obsolescence, therefore, is more than a term which accountants may use to overawe present and prospective clients. Obsolescence may be a cold reality; it may mean dismantling an entire plant long before the end of its rightful span of life, if new production processes are being used by competitors of vision and courage, thereby gaining larger and larger volumes of business at lower prices, *and at a profit.*

Chains or Independent or Both?

The growth in power and influence of chain organizations has left many of our independent distributors in a state bordering on economic disaster.

The price advantages the chains are able to offer through large-scale buying have given them a distinct advantage, particularly in the period of our recent economic upheaval, but whether this advantage can be maintained in a period when the consumer has a greater availability of funds will be seen in the coming period of prosperity.

The independent or unit store, however, has not been altogether asleep on the job. In many instances, the practices of the chain stores have been copied and group buying has been fostered. These and other steps, together with the distinct natural advantages of personal contacts with customers which they enjoy, have served somewhat to delay the complete extinction of the independent.

What does the future hold for these two competing groups? Is there a place for both in the distribution programs of the future? Can sufficient markets be provided to enable each to fill a definite place in catering to the wants of the consuming public?

Only those with merchandising programs will be able definitely to answer these questions. Only the future explorers into the realms of the mysterious and unknown will find a solution to these vital problems. There is, however, one fact which can be stated now, and which will be as applicable in the future as it has been in the past, and is now. Regardless of endeavor, need, service or want, no enterprise can long endure which does not produce a profit.

This is the foundation of all economic and social wealth, and if the times comes when the reward of industry cannot be measured in true gain, then the walls of civilization will crumble in dust and ruin.

Manufacturers have a real problem to face in this question of chains versus independents. In certain respects the problem goes back to some of the producers of goods. For, in the mad scramble for distribution in the past five years, they have tried to "play both ends against the middle." There is soon bound to be an awakening to the realization that ethical practices must prevail, that deceit and unfair trade practices will soon take their toll in industry morality.

In the loosening of the fetters which have bound the hands of business, a greater realization of the need for a broader knowledge of the science of merchandising will come as the solution to many vexatious problems of the present. Greater selling efficiency will contribute in abundant measure to profits, and consequently to viewpoints and ethics. The age-old humanitarian adage of "live and let live" will find a broader scope for development.

There should be room in the broader field of goods and markets for both the unit and chain stores, as well as for other outlets. Both should play an important and valuable part in the economic life that is to come. In the final analysis, however, the greater and greater urge for more goods on the part of the consumer will have a great influence on the success of any outlet of distribution, since he who can and will deliver in greater abundance the goods which our people want, will assuredly wax stronger at the expense of the others.

Other Problems to Be Solved

In addition to the chain and unit store problems, the manufacturers are concerned with other problems. The simplest merchandising mechanism employed is the one which involves direct sales to the consumer. While perhaps only a small portion of our goods are thus moved, may there not be a more pronounced activity in this direction?

Experience generally has shown that direct selling entails a higher distribution cost. But how else could automobiles, refrigerators, washing machines and other kindred direct-to-consumer-appeal articles have been distributed as effectively? Will this method continue or will *planned merchandising* prescribe a better method? Will the necessity for reduced selling costs demand this? These are only a few of the many questions which are bound to arise in determining the answers to future merchandising problems.

There can be no general specific which can be applied to all ills. Each problem is individual and each can be solved only by individual vision and research. A few years ago, we knew nothing of the meaning and usage of such common terms of today as market measurement, territorial limits, quotas, budgets, salesmen's compensation methods, controlling salesmen's activities, call reports, continuous market analysis, pricing policies, and other similar merchandising mechanisms. And what shall we know of tomorrow's problems until they are studied? Or until they are planned? An accumulating knowledge, gained only through pioneering exploration, will bring an insight which will permit accurate judging of the value of policies, and which will measure the difference between profit and loss in the future.

Commerce and industry are assuredly awakening from the dull period of inertia and fear prevailing during the last half decade. In some quarters the movement is hardly discernible, but evidences of renewed vigor are all around us if we but take the trouble to look for them.

New Blood Demanded

Stockholders and directors, impatient because of the extreme leanness or the absence of dividend checks, are demanding activity which will not be denied. Sensing a lassitude on the part of many business heads, and an evident failure to grasp the portent of coming events, these same stockholders and directors are beginning to demand the infusion of new blood and ability into the affairs of their businesses. As in other recoveries, new hands undoubtedly will supersede in many instances those now holding the reins of responsibility and control.

Our prosperity era is imminent. Its length and destiny will be determined by men of vision and courage and ability, particularly an ability to sell and to teach others to sell, to perceive that the success of the future must be predicated on a sounder and more lasting development of marketing and merchandising. The hope for profits, almost completely absent from the utterances of business men in recent years, is again uppermost in the minds of those who know they can be made. There has been altogether too much waiting for the return of good times by those former leaders who have been blinded by the happenings of the depression. Whether they can or will grasp the full import and significance of the existing signs of awakening prosperity is a question only they, by action, can answer. Unless their businesses are wholly theirs by virtue of sole ownership, they will not long have the opportunity to continue a policy of watchful waiting.

Many of these men have gone stale, have buried themselves in the mire of despond. They have outlived their usefulness to their businesses and to progress, and must give way to the men who can see beyond the four walls of their private offices. There must be far and away a greater ability to peer into the future and to anticipate the course of business. There will be no place in the future for the leader who lets himself go to seed, in this glorious garden of opportunity.

There have always been, and probably will continue to be, major and minor upheavals and protestations directed against the prevailing order of things. Our civilization doubtless will be threatened time and again by those imbued with, or who assume, a sense of leadership, calculated to help the oppressed or to right some fancied wrong. So long as these can be confined to local conditions and areas, they may be treated as "growing pains" of a people yearning for a more evident manifestation of democracy, which is always the right of all true Americans. They must not be permitted to attain an importance whereby prosperity is against threatened or great anxiety is felt for the perpetuation of our ideals and principles. Whenever those ideals are in peril from the schemes of vandals or from the cowardice or treason of those who have sworn to defend America's welfare and integrity, there will arise against new leaders of courage to halt these base attempts and restore us to normality of thought and action.

INDUSTRIAL EXPOSITION

(Continued from page 8)

Air Map; The Crystal Radio Studio; Pre-Factory Era; The Telephone Exhibit; The Bushnell Submarine; The Old Mill and Early Iron Exhibit.

Thus a total of some 400 Connecticut manufacturers participated in setting up a memorial to Connecticut's 300 years of mechanical progress from the handicraft days through intermediate stages to the products turned out

in seconds by automatic machinery—also the brain children of Yankee ingenuity. Aside from its memorial, educational and historical nature, its commercial value, if followed up by intelligent advertising, may yet prove to be one of the outstanding results from this purely non-commercial endeavour.

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SERVICE SECTION

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

●● Materials for Sale

COLD rolled steel in coils and in squares, condulets and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bases; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor, colors and dyes—large variety, lacquers—several hundred gallons in assorted colors; and soft anneal copper with high silver content in rolls. J. H. Williams' wrenches in assorted sizes.

●● Equipment for Sale

ACCUMULATORS, annunciators, baskets, beadlers, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolens; car loaders, chain, chairs, chamfer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, converters, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

●● For Sale or Rent

FOR SALE. One 3½ Bliss toggle press in good condition. Address S. E. 76.

FOR SALE. 1 Bigelow H. R. T. boiler. 53 B. H. P. Will pass inspection. With fittings. Address S. E. 79.

FOR SALE—Free Cutting Bessemer Screw Stock of various sizes ranging from 7/16" to 5" in Rounds; 1½" to 1½" in Squares; and ¾" to 2" in Hexagons. Also Cold Rolled Steel ½" x ½" to 3½" x ¼". Address S. E. 80.

FOR SALE. One No. 94 Monarch Oil Burning Furnace, 2,000 lbs. capacity, complete with all accessories including electrical equipment. Address S. E. 90.

FOR SALE. Buffing and polishing sand for sale. Willing to give sample if interested. Address: Rita Harrington, 1273 Main Street, Hartford, Connecticut.

●● Wanted to Buy

WANTED, USED—1 Portable Recording Wattmeter, 3 Phase, 3 Wire, 60 Cycles, 230 and 575 Volts. 5 Amperes, Synchronous Motor Drive (1" per hour and 1" per minute suggested); 2 Current Transformers for above, 20-25-40-50-800-1,000 Ampere Rating; 1 600-KVA, 440 Volt, 3 Phase, 600 RPM Alternating Current Generator, with Exciter; Exciter preferably directly connected to Generator. Generator must have amortisseur windings. Address S. E. 87.

NEW PRODUCTS WANTED. A well equipped established Connecticut manufacturer wants to acquire additional lines of metal products or tools having a normal manufacturing season during the summer and early Fall months. Would prefer an established line that can be distributed through the hardware trade. Address your offerings to S. E. 89.

PACIFIC COAST REPRESENTATION. A. B. Boyd & Co., direct mill representatives with offices at San Francisco, Los Angeles, Portland and Seattle and with a corps of 17 salesmen, calling daily on manufacturers in the Pacific and mountain states areas, desire a few additional lines of raw materials or semi-finished products. Now representing a number of New England concerns. References on request by writing Elmer J. Towle, A. B. Boyd & Co., 1239 Howard Avenue, San Francisco, California.

●● Employment

SUPERINTENDENT, PRODUCTION MANAGER OR FOREMAN. Married man who has advanced himself from a clerk to various production positions to become superintendent in a large metal working plant, seeks any type of a production position in Connecticut or New England concern where there is a reasonable opportunity for advancement in regular employment. Has had experience in foundry work, both brass and iron, plating, finishing, lacquering, buffing, polishing, rolling, machining, press work, assembling and numerous other productive operations. For further particulars and interview address P. W. 293.

COLLEGE GRADUATE. Young man who has just graduated from Trinity College, majoring in chemistry, seeks beginner's position in chemical laboratory of a manufacturing plant or independent laboratory. He is willing to start on any menial task which will give him an opportunity to demonstrate his value later on in the chosen chemical field. His short business experience has not been connected with chemistry, but rather covers canvassing to build up a route and afterwards selling to customers on that route for the Made-Rite Products Company. For further details address P. W. 297.

SALESMAN OR MANAGER. College man in thirties whose annual earnings in his own business for ten years were in five figures, now desires to make connection with manufacturer on salary or drawing account and commission basis. He is a man of unusual ability who can organize as well as sell. Any manufacturer who can sell him his product and organization will acquire a valuable asset which will hold its value in any market. Address P.W. 300.

POSITION WANTED. 13 years' experience in large manufacturers' office on scheduling and budgeting. Understanding of standards. 3 years statistical work. Would like opportunity to advance as capabilities warrant. Age 32. Married. Hartford or vicinity preferred. Salary requirements moderate. Address P. W. 302.

PERSONNEL MANAGER. Man who has had eight years' experience as personnel manager with a textile plant desires to make similar connections with another Connecticut manufacturer. Can furnish best of references. Address P. W. 304.

YALE SHEFFIELD GRADUATE. Young man just over 30, graduate of industrial engineering course at Sheffield Scientific School, who has had approximately nine years' experience in sales, accounting and operations of a manufacturing plant in Connecticut, five years of which he was executive head in complete charge, now desires a connection with another Connecticut concern, because of recently disposing of holdings and severing his past connection. References and interview gladly furnished. Address P. W. 305.

SALES AND MANUFACTURING EXECUTIVE. Man who has had 25 years of experience with a large and important hardware and metal stamping concern in Connecticut desires a new connection either in the hardware or metal stamping field. His experience has covered all phases of manufacture, but in recent years he has been in complete charge of sales, being also assistant secretary and treasurer of the company. He would welcome an opportunity of interviewing officials of a Connecticut concern in this field who are considering the placement of either a manufacturing or sales executive. To such an interview will be brought a record of his past accomplishments. For interview address P. W. 306.




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AMERICAN MUTUAL

LIABILITY INSURANCE COMPANY

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